

South Carolina Department of Labor, Licensing and Regulation

Annual Accountability Report Fiscal Year 1999-2000

The Honorable Jim Hodges, Governor
Rita McKinney, Director

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I. EXECUTIVE SUMMARY

When the South Carolina legislature created the South Carolina Department of Labor, Licensing and Regulation (LLR), one driving goal was to improve accountability and the quality of service delivered by the 40 separate state agencies that were merged to form this LLR. Legislators envisioned an organization that would promote efficiency and build accountability, yet communicate the highest level of customer service, while responding to:

- Higher consumer expectations--Consumers continue to raise their expectations of all service providers – in terms of speed, accuracy, customization, ease of use and other factors.
- Consumer Awareness--As their service expectations have risen, consumers have grown impatient with mistakes and are quicker to go to court seeking remedies for the impact of errors or oversights.
- Demand for less government-- The drive for smaller government and the crusade for government to cost less gained momentum in South Carolina in the past 15 years.
- Resistance to regulation--As global competition has put added pressures on domestic U. S. businesses, constituents have grown increasingly opposed to “government interference” with operation of their business, particularly in areas such as labor and safety.

Since its formation in 1994, LLR has completed the mechanical integration of its constituent organizations. What remains is to produce across all of LLR’s divisions the consistent, high-quality performance that will respond to and ultimately out-perform the trends outlined above. A major challenge continues to be the identification and unification of the agency. Although the number of employees at LLR is not large, the agency is perhaps the most complex in state government when assessing its complexity in terms of management and impact on the state as a whole. Its customers are the 2,000,000 employees of the state, 85,000 employers of the state, 228,000 licensed professionals, 18,000 fire fighters, 300 board members of the Professional and Occupational Licensing Division, and everyone who owns or uses an elevator and amusement ride. The agency receives approximately one-seventh of the total hits on the state government internet system.

With these challenges, it would be difficult to integrate LLR into one organization with a common mission, vision, values and guiding principles without strategic management and planning. As a result of our recently completed strategic plan, our agency has a vision of becoming ***“the best state government agency in the United States” by the year 2010.*** Three intermediate goals have been set also:

By 2001: To be recognized in the Southeastern United States as a leading state government agency.

By 2002: To be recognized in the United States as a leading state government agency.

By 2005: To have the specific performance measures in place to track progress toward being the best state government agency in the United States.

Throughout the 10-year effort to attain this vision, three strategic objectives will be used to measure our performance and improvement:

- **Maximize Employee Satisfaction**
- **Maximize Customer Satisfaction**
- **Use Resources Efficiently**

Even during the development of its strategic plan, LLR undertook several initiatives which addressed these objectives. The development and implementation of our agency's strategic plan was the most important. Another significant initiative was the budget deficit of \$541,624 in the Fire and Life Safety Division, which was discovered in July 1999. This deficit occurred primarily because the Insurance Premium Tax growth rate was significantly lower than anticipated by the Board of Economic Advisors (BEA). In addition, the "Freddie in Schools" Fire Safety Program for elementary schools exceeded expectations and reached 20,000 more children than originally budgeted for. The maintenance and operating costs at the academy also exceeded previous years expenditure levels and FY1999 projections. Complex and expensive equipment which was purchased in the early 1990's is becoming difficult to maintain after maintenance contracts have expired.

In FY2000, through the stringent review of expenditures, a reduction in personnel and the implementation of cost saving measures regarding such items as automobiles, beepers and telephones, LLR was able to reduce the deficit by \$471,267. The remaining deficit of \$70,357 will be eliminated in FY2001. LLR is pleased that the Fire and Life Safety Division was able to cut expenditures by more than \$732,697.

Another key initiative accomplished this year was the implementation of the Safety Works Campaign. The Safety Works Campaign set a goal of increasing awareness of our Occupational Safety and Health Administration (OSHA) Voluntary Programs by 25% over the next year. OSHA Voluntary Programs include Palmetto Star, the OSHA Training Program and OSHA Consultation Services. The goal of 25% was exceeded when 40% of the employers receiving our brochure requested the services of the Office of Voluntary Programs. By utilizing the OSHA Voluntary Programs offered, businesses in South Carolina saved approximately 6.7 million dollars in OSHA fines last year and eliminated 8,619 hazards from the workplace.

Also this year a Telephone Task Force was formed to establish standards for the highest level of customer service by:

- reviewing and analyzing LLR's communication systems to achieve the most efficient and effective communications network possible;
- establishing standards and unifying telephone practices that best serve the public and employees of the agency; and
- effectively utilizing our human resources through the implementation of reasonable policies and ongoing training in all areas of customer service.

After evaluating the current level of service, benchmarking with private and public sector businesses and surveying agency employees, the team recommended 15 suggestions for improvement. The suggestions range from telephone system improvements to the establishment of standards of service, improved training of all employees and the enhancement of the visitor reception area.

LLR also contracted with the Office of Human Resources (OHR) of the Budget and Control Board to review the complaint process of the Residential Builders Commission (RBC). The team, which consisted of LLR employees and OHR consultants, collected relevant data on the complaint process through interviews and the reviewing of documents, customer complaints and the governing statute. Interviews were conducted with RBC employees, attorneys, commission members and customers of the process. Recommendations for improving the RBC complaint process were made and are under review.

LLR is especially proud of its cooperative efforts with the Fireman's Association, the Emergency Preparedness Division, and the PSARAS Foundation to develop a state of the art fire mobilization system for South Carolina in the event of an emergency or natural disaster. A complex database is almost complete which includes equipment and personnel. The Governor signed the Fire Mobilization Act earlier this year.

Program Goals

Major program goals of the SC Department of Labor, Licensing and Regulation are:

- Ensure that unity of purpose exists within the agency with each employee understanding the agency's mission and vision and how individual job duties contribute to accomplishment of the mission.
- Establish partnerships with employer organizations in order to foster a better understanding of OSHA's rules and regulations to aid employers in compliance and improvement of the quality of safety and health programs for South Carolina's workforce.
- Enhance and improve all aspects of course delivery at the Fire Academy to include resident training and props, industrial and public fire service marketing, curriculum, regional training services and administrative support. Expand industry client base to better prepare South Carolina industry for potential hazards.
- Create and maintain a fire safe environment for South Carolina citizens through code enforcement, the expansion of the "Freddie in Schools" fire safety education program, public service announcements and the distribution of smoke alarms.
- Protect the safety, health and well being of the general public by licensing qualified individuals and businesses and establishing education programs for licensees to enhance their performance.
- Ensure compliance with the South Carolina Elevator and Amusement Ride Safety Codes.

Key Business Drivers

LLR's key business drivers include:

| | <u>FY00</u> |
|--|-------------|
| • Percentage of businesses in voluntary compliance with OSHA | 99.6% |
| • South Carolina injury and illness rate | 5.9/1,000 |
| • Fire deaths | 78 |
| • Firefighter deaths | 2 |
| • Students receiving Freddie-in-Schools fire prevention curriculum | 245,000 |
| • Elevator and amusement ride fatalities | 0 |
| • Number of POL licenses verified by Internet | 600,000 |
| • Number of POL license applications processed | 197,262 |

Cooperative Efforts

LLR continues its cooperative efforts by:

- working with local fire departments to gather information for the SC Fire Incident Reporting System;
- working with FEMA and the SC Emergency Preparedness Division to develop and deliver anti-terrorism training to all emergency responders including law enforcement statewide;
- working with DHEC, DSS and DDSN to making group homes, day care centers and foster homes fire safe;
- working with Department of Education to provide fire safety training education to all students in South Carolina K-5th grade;
- partnering with the Department of Revenue for the collection of delinquent penalties;
- partnering with businesses and industry groups to promote our OSHA Voluntary Programs;
- partnering with ETV on a child labor laws presentation and public service announcements;
- providing DSS with list of licensees in compliance with "Deadbeat Dad" legislation; and
- working with the Fireman's Association, the PSARAS foundation, and the Emergency Preparedness Division to develop a state of the art fire mobilization plan in the event of emergencies and natural disasters.

Major Challenges and Obstacles

Some of the major challenges that affect the agency in fulfilling its mission are in the areas of Administration. LLR is quite pleased with the advances in the areas of Information Technology. We have played a key role in not only promoting information management systems in our agency, but in state government as a whole through the agency's use of imaging. We have also been a key player in the establishment of the state portal and expect to offer nurses a pilot project for renewing their licenses on line in the next few weeks by credit card. Through a request for proposal regarding a data management licensing system, an integrated licensing system will hopefully exist which can offer on-line credit card renewals for all professions that we license. In addition, the system will create a sophisticated database and tracking system which will standardize financial practices among the POL Boards.

Whether one calls it a challenge or barrier, it is important to understand the issues which relate to the financial administration of the agency. When the legislature created LLR in 1994, combining approximately 40 different agencies into one, administrative funding remained the same as it had been for the Department of Labor prior to restructuring. The agency has not sought nor received any additional funding though the agency quadrupled in size after restructuring. The legislature has continued to advise the agency that each board in the Professional and Occupational Licensing Division should be self-sufficient. This is difficult to achieve, even with fee increases that have already been implemented or are being considered. Although these boards were self-sufficient prior to restructuring, the systems were not in place to assure the accountability, which the legislature hoped to achieve through restructuring. Now that these systems are in place and are costly to administer, the agency is still required to remit 10% of all expenditures and all excess funds in the Contractor's Licensing Board to the general fund. This practice was instituted prior to restructuring, when central state government agencies such as the Budget and Control Board, Attorney General's Office, Comptroller General's Office and State Treasurer's Office devoted significant time to assisting the boards in administrative matters. Since the administrative burden now belongs to the agency, we believe this revenue should remain with the agency and this will become a top priority in our budget request.

Conclusion

LLR has made significant progress this year in both the administrative and programmatic areas. We would like to invite all readers of this report to review the attached LLR strategic plan brochure. A summary of the plan will also be placed on the LLR web site at www.llr.state.sc.us. We believe you will agree that if all of the action plans which are listed are addressed by the specified dates, LLR will become a model agency. A major objective of the agency for the coming year is to continue the identification of significant performance measures which will assist us in measuring our outcomes.

II. MISSION STATEMENT

Making South Carolina A Safer and Better Place to Work and Live

The SC Department of Labor, Licensing and Regulation will accomplish its mission by:

- Promoting a regulatory climate that provides a safe and healthy environment where businesses can be successful in a manner that benefits our citizens;
- Conducting appropriate inspection and complaint investigation programs and, when necessary, pursuing enforcement options as provided by law;
- Administering licensing, permitting and certification programs, as provided by law; and
- Providing appropriate education, information, and outreach programs.

LLR's Core Values

PROVIDE EXCELLENT SERVICE

ACT WITH INTEGRITY

TREAT PEOPLE WITH RESPECT

General Information

The South Carolina Legislature restructured a significant portion of state government in 1993. Effective February 1, 1994, Act 181 created the South Carolina Department of Labor, Licensing and Regulation (LLR) which merged the Department of Labor, the State Fire Marshal's Office, the South Carolina Fire Academy and 38 professional and occupational licensing boards into the new agency. The diverse composition of LLR creates a complex organizational structure with many unique management challenges.

The legislation empowered the Governor to appoint a director of the agency with the advice and consent of the Senate.

LLR is organized into four divisions: Fire and Life Safety; Labor; Professional and Occupational Licensing (POL); and Administration.

III. LEADERSHIP SYSTEM

Director McKinney is actively involved with her leadership team in the development and implementation of LLR's Strategic Plan. This plan sets the direction for our agency. The leadership team at Labor, Licensing and Regulation consists of the Director and representatives from each program area. They are:

Deme Loftis, Deputy Director of Administration
Michelle Childs, Deputy Director of Labor
Bert Polk, Deputy Director of Fire and Life Safety
Robert Selman, Assistant Deputy Director of Professional and Occupational Licensing
Randy Bryant, Assistant Deputy Director of Professional and Occupational Licensing
Ruby McClain, Assistant Deputy Director of Professional and Occupational Licensing
Misty Goldstein, Legislative Liaison
Jim Knight, Director of Public Information
Wendy Harvey, General Counsel

The team has identified LLR's:

Mission or Core Purpose-

*Making South Carolina A **SAFER & BETTER** Place To Work and Live*

Values-

Providing Excellent Customer Service

Treating People with Respect

Acting with Integrity

Vision-

*By 2010, become **the best state government agency** in the United States.*

Plan for Action-

Maximize Customer Satisfaction

Maximize Employee Satisfaction

Use Resources Efficiently

Senior leaders in the agency help reinforce our commitment to improvement. Leadership team members and other senior leaders were actively involved as key members and/or facilitators for the major initiatives undertaken by LLR this year:

- Strategic Planning
- Reduction of the Fire and Life Safety deficit
- Telephone Task Force
- Process Review of the Residential Builders Commission complaint process
- Development of a Request for Proposal (RFP) for a consolidated licensing system
- Implementation of a new internal budgeting process

- Implementation of Phase I of the “Safety Works!” awareness campaign to increase awareness of OSHA Voluntary Programs and services.
- Revision of existing Practice Acts for the professional and occupational boards for improved service delivery and program effectiveness.
- Full implementation of the “Freddie in Schools” fire safety education program for South Carolina’s children by partnering with the Department of Education.
- Development of a standard Fire Mobilization System to aid in emergency and natural disaster situations.

The leadership team members understand the importance of monitoring our agency’s processes and products. Senior leaders receive feedback from employees during scheduled monthly meetings with their staff. The feedback received is discussed at bi-weekly leadership team meetings. Director McKinney and the leadership team meet regularly with agency boards and their members and associations and advisory committees of the fire service and professional and occupational licensees. The feedback received allows the leadership team to evaluate our progress and react accordingly.

With the development and implementation of our strategic plan, performance expectations are clearer for all employees. The Leadership Team has adopted core values with input from employees that serve as a guide for desirable behaviors. In addition, each employees’ performance planning document is linked to the agency’s strategic plan. By doing so, each employee understands his contribution to the agency’s overall mission.

Our senior managers encourage participation in associations related to their profession. Active participation in national associations such as the Council on Licensure, Enforcement and Regulation (CLEAR), National Association of Governmental Labor Officials (NAGLO), Occupational Safety and Health State Plan Association (OSHSPA) and National Association of Nursing Board Administrators as well as governmental associations like the SC Government Finance Officers Association (GFOA) and International Personnel Management Association (IPMA) is encouraged. Several of our employees have served as officers in these organizations.

Senior managers also encourage our agency’s active involvement with the local community. Our employees have adopted the first graders at E. E. Taylor Elementary School where we sponsor book readings, field trips and ice cream socials for the students. Our employees are counselors at summer camps for children burned in fires. Other community groups supported include the United Way, American Red Cross, First Ladies’ Walk for Cancer and American Cancer Society’s Relay for Life.

IV. CUSTOMER FOCUS AND SATISFACTION

The Department of Labor, Licensing and Regulation continues to emphasize the importance of customer satisfaction to all of our employees. Maximizing customer service is one of the agency's top three strategic objectives.

Director McKinney and the Leadership Team spend a considerable amount of time meeting with our customers to determine their level of satisfaction, ideas for improvement and expectations of our services. She and her senior staff meet regularly with agency boards and their members and associations and advisory committees of the fire service and professional and occupational licensees. LLR also collected customer data through surveys, interviews and focus groups that was utilized in the four major initiatives undertaken by the agency this year:

- Strategic Planning Process
- Elimination of the Fire and Life Safety deficit
- Telephone Task Force
- Process Review of the Residential Builders Commission complaint process

LLR is developing an agency-wide plan to monitor customer needs and whether they are being met in a satisfactory manner. Several of our programs currently survey their customers in an effort to learn about customer satisfaction, concerns, issues, expectations and future needs or desires.

Currently the State Fire Academy monitors customer satisfaction through student evaluations. These evaluations are taken after each course and monitor several areas including instructor competency, course content, operation of the site/facilities, and technology needs. On a scale of 1.5 to 5.0, with 5.0 being the highest, the overall course rating at the academy is 4.48.

Through the implementation of our strategic plan, which places great emphasis on process improvement and the development of performance measurements, the Department will be better able to monitor and evaluate:

- 1) Customer complaints – type, number of and resolution;
- 2) Effectiveness of programs;
- 3) Ability of staff to solve problems; and
- 4) Comparison of services with similar programs (benchmarking).

V. OTHER PERFORMANCE EXCELLENCE CRITERIA

Strategic Planning

This year our Director and members of our leadership team developed a Strategic Plan for our agency that outlines our mission, values and plan for action.

LLR's Mission or Core Purpose–

*Making South Carolina A **SAFER & BETTER** Place To Work and Live*

Our Values–

Providing Excellent Customer Service

Treating People with Respect

Acting with Integrity

Our Objectives to support our long range goals–

Build Customer Satisfaction

Build Employee Satisfaction

Build Efficient Use of Resources

Our agency has set a long-range goal or vision of becoming ***“the best state government agency in the United States” by the year 2010.*** Three intermediate goals have been set also:

By 2001: To be recognized in the Southeastern US as a leading state government agency.

By 2002: To be recognized in the US as a leading state government agency.

By 2005: To have the specific performance measures in place to track progress toward being the best state government agency in the US.

Throughout the 10-year effort to become the best state government agency in the US, we will measure our performance and improvement in these three areas:

- Employee Satisfaction
- Customer Satisfaction
- Efficient Use of Resources

The mission, vision, values and objectives were presented to our employees at a “State of the Agency” presentation given by Director McKinney in April 2000 at which all employees were present. Divisional action plans for achieving our goals were developed by the senior managers and their employees. Feedback was encouraged and action plans were revised to incorporate employee and customer comments.

The agency's strategic plan will not be meaningful unless every employee understands how their individual job duties have an impact on the agency's mission as well as the plan. All employees participated in the development of the agency's strategic plan. Supervisors include “customer service” as a performance characteristic on every EPMS. Supervisors also take the components of the divisional action plans and include them as job duties in employee EPMS documents.

Information and Analysis

The key business drivers shown in this report were selected to show our effectiveness on improving the safety and health of South Carolina citizens and visitors. We choose these performance measures because they correlate with our agency's mission and goals and also with our customer's needs.

Our key business drivers include:

- Percentage of businesses in voluntary compliance
- Hazards identified and eliminated
- South Carolina injury and illness rate
- Fire deaths
- Firefighters deaths
- Students receiving Freddie-in-Schools fire prevention curriculum
- Elevator and amusement ride fatalities

Other performance measures were chosen because they show the productivity of our employees, the money saved by our programs and the effectiveness of our programs. They include:

- Hazards eliminated from workplaces
- Professional and Occupational licenses issued
- Reported strikes
- Number of trainees
- Number of investigations
- Dollars saved in OSHA fines by employers achieving voluntary compliance
- Palmetto Star sites

One of the objectives of our strategic plan is to make sure we are measuring the right things. Do the measures we use correlate to our agency's mission and the needs and desires of our customers? LLR seeks to refine our performance measures and search for comparable entities to benchmark ourselves against in the next year.

Human Resource Focus

When Director McKinney began working at LLR, over 70% of the agency's employees were not receiving performance evaluations. She immediately made this problem one of her top priorities. As of July 2000, 97.5% were completed on time. This is a tremendous accomplishment in that accountability begins with employee performance. Another change implemented this year was the universal review date. Beginning in July 2000 all LLR employees' review date is July 1. The implementation of the universal review date will make it easier to link employee performance to the agency's strategic plan.

One of strategic objectives is to maximize employee satisfaction. Our strategic plan identified several areas important to our employees that will be addressed. They include:

- development of an agency employee survey and follow-up survey that will track employee satisfaction;
- improvement of the employee orientation program;
- development of a unified training plan;
- improvement of the employee suggestion program;
- development of employee recognition program;
- a Work-Force Analysis plan;
- increased communication between managers and staff and between divisions; and
- development of a salary review plan

(For further information on the Human Resource Focus, please reference page 11 under "Other Performance Excellence Criteria".)

Process Management

A Telephone Task Force was formed to establish standards for the highest level of customer service by:

- Reviewing and analyzing LLR's communication systems to achieve the most efficient and effective communications network possible
- Establishing standards and unifying telephone practices that best serve the public and employees of the agency
- Effectively utilizing our human resources through the implementation of reasonable policies and ongoing training in all areas of customer service

After evaluating the current level of service, benchmarking with private and public sector businesses and surveying agency employees, the team recommended 15 suggestions for improvement. The suggestions range from telephone system improvements to the establishment of standards of service, improved training of all employees and the enhancement of visitor reception area.

LLR also contracted with the Office of Human Resources (OHR) of the Budget and Control Board to review the complaint process of the Residential Builders Commission (RBC). The team, which consisted of LLR employees and OHR consultants, collected relevant data on the complaint process through interviews and the reviewing of documents, customer complaints and the governing statute. Interviews were conducted with RBC employees, attorneys, commission members and customers of the process. Recommendations for improving the RBC complaint process were made and are under review.

LLR remains committed to improving our processes. The strategic plan developed this year charges each division with systematically conducting periodic process reviews in units across the agency to ID "model processes" and processes that need improvement. This will provide divisions with factual information and comparison statistics for use in managing continuous improvement.

VI. PROGRAMS

PROGRAM NAME: OSHA Voluntary Programs

PROGRAM COST: State Funds: \$243,228
Federal Funds \$706,339

PROGRAM GOAL: Establish partnerships with employer organizations in order to foster a better understanding of OSHA's rules and regulations to aid employers in compliance and improvement of the quality of safety and health programs for South Carolina's workforce.

PROGRAM OBJECTIVE: Start Phase II of the Safety Works Campaign to increase awareness of the Office of Voluntary Programs over the next year.

Respond to 100% of requests for OVP services from companies responding to SAFETY WORKS campaign.

Continue to lead the nation in the number of VPP Palmetto Star Sites in a State Plan state.

Provide training to businesses cited for non-compliance as part of settlement agreement.

PROGRAM RESULTS:

| | FY97 | FY98 | FY99 | FY00 | GOAL |
|---|--------|--------|--------|-------|------|
| <u>Key Business Drivers:</u> | | | | | |
| Response rate to Safety Works campaign | * | * | * | 40% | 25% |
| \$\$ Saved in OSHA fines by businesses achieving compliance | * | * | * | 6.7M | N/A |
| No. of workplaces achieving compliance | 98.7% | 96.3% | 99.6% | 99.6% | 100% |
| Total hazards corrected | 4,845 | 4,045 | 5,715 | 8,619 | N/A |
| % of employers visited who implement a safety & health program or improve an existing program | * | * | 50% | 59.5% | 65% |
| Approved Palmetto Star sites | 24 | 28 | 34 | 36 | N/A |
| <u>Workload:</u> | | | | | |
| No. of trainees | 13,990 | 14,675 | 18,769 | 9,588 | N/A |
| No. of training programs | 507 | 430 | 833 | 707 | N/A |

*New performance measures. Information is not available for previous years.

PROGRAM NAME: Occupational Safety and Health

PROGRAM COST: State Funds: \$1,215,249
Federal Funds: \$1,214,698

PROGRAM GOAL: Provide safe and healthy work environment for all employees through the adoption, interpretation and enforcement of safety and health standards in order to assure the health and safety of all employees in both the public and private sectors.

PROGRAM OBJECTIVE: Improve workplace safety and health for all workers, as evidenced by fewer hazards, reduced exposures, and fewer injuries, illnesses and fatalities.

Change workplace culture to increase employer and worker awareness of, commitment to, and involvement in safety and health.

PROGRAM RESULTS:

| | <u>FY97</u> | <u>FY98</u> | <u>FY99</u> | <u>FY00</u> | <u>GOAL</u> |
|--|-------------|-------------|-------------|-------------|-------------|
| <u>Key Business Drivers:</u> | | | | | |
| SC injury and illness rate | * | 5.9 | 5.9 | * | N/A |
| Total hazards identified | 2,745 | 3,223 | 3,490 | 4,295 | N/A |
| Injury and illnesses reduced in top 5 industries | ** | ** | 5.0% | * | 15% |
| Initiate fatality and catastrophe investigations within 1 day | ** | ** | 100% | 100% | 95% |
| <u>Workload:</u> | | | | | |
| No. of inspections | 1,375 | 1,534 | 1,458 | 1,729 | |
| No. of fatality investigations | 25 | 25 | 35 | 32 | |
| Employees covered | 120,094 | 132,714 | 98,690 | 122,842 | |

*Data not available. Data was collected at a national level only.

** New performance measures. Information is not available for previous years.

PROGRAM NAME: State Fire Marshal's Office

PROGRAM COST: Other Funds: \$1,365,247

PROGRAM GOAL: Create and maintain a fire safe environment for SC citizens.

PROGRAM OBJECTIVE: Conduct inspections, code consultations and plan reviews to ensure compliance with national and state-adopted fire safety codes and standards promulgated by the agency and the Liquefied Petroleum Gas Board.

Provide public fire safety education for local schools, community groups and in radio and television fire safety messages.

PROGRAM RESULTS:

| | FY97 | FY98 | FY99 | FY00 |
|--|------|------|------|------|
| <u>Key Business Drivers:</u> | | | | |
| Fire deaths (based on calendar year) | 137 | 93 | 69 | 78 |
| Annual inspections per deputy state fire marshal | 819 | 709 | 699 | 814 |

% Increase in test scores – After delivery of “Freddie” program (1)

| | | | | |
|-----------------------|---|---|-----|-----|
| Kindergarten | * | * | 15% | 23% |
| First Grade | * | * | 16% | 3% |
| 2 nd Grade | * | * | 30% | 39% |
| 3 rd Grade | * | * | 50% | 32% |
| 4 th Grade | * | * | * | 56% |
| 5 th Grade | * | * | * | 37% |

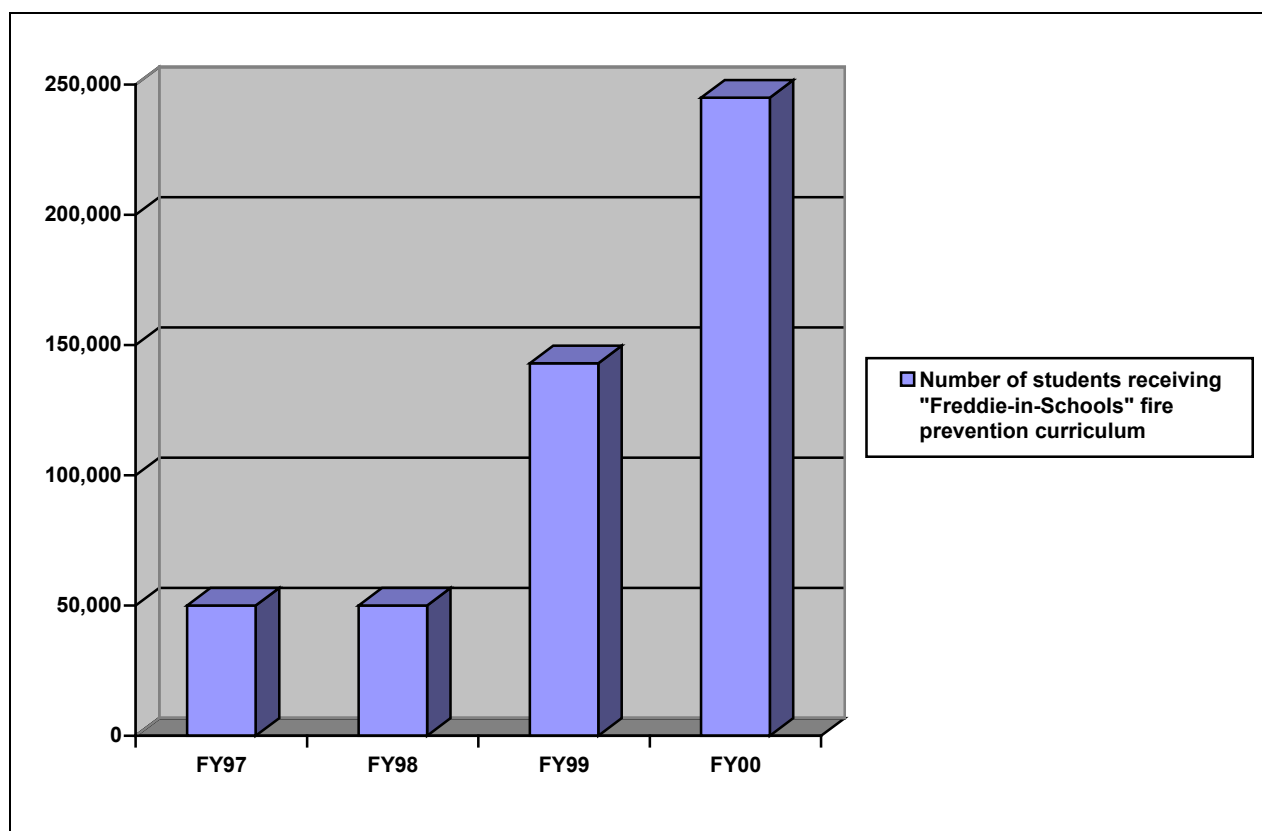
Workload:

| | | | | |
|--|---------|--------|---------|----------|
| No. of students receiving “Freddie-in-Schools” fire prevention curriculum | 50,000 | 50,000 | 143,000 | 245,000 |
| Smoke detectors provided to "at-risk" citizens | 100,000 | 90,000 | 150,000 | **10,000 |
| Inspections completed | 14,693 | 13,481 | 13,282 | 12,218 |
| No. of days to complete an inspection | * | * | * | * |
| Plans reviewed | 509 | 564 | 614 | 503 |
| No. of students completing Fire Marshal Certification Course | 163 | 139 | 186 | 124 |
| No. of professional association presentations | * | * | 3 | 5 |

*New performance measures. Information is not available for previous years.

(1) Pre-course tests are given to students before delivery of “Freddie” program. Post-course scores show increase in fire safety awareness after course delivery.

**Market saturation has been accomplished and funding source was significantly reduced.



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PROGRAM NAME: SC Fire Academy

PROGRAM COST: Federal Funds: \$ 42,348
Other Funds: \$2,844,096

PROGRAM GOAL: Provide an instructional delivery system through which a standardized statewide firefighter training curriculum is developed and implemented to train a maximum number of career, volunteer, and industrial fire service personnel.

PROGRAM OBJECTIVE: Enhance and improve all aspects of course delivery at the Fire Academy to include resident training and props, industrial and public fire service marketing, curriculum, regional training services and administrative support.

Expand industry client base to better prepare South Carolina industry for potential hazards.

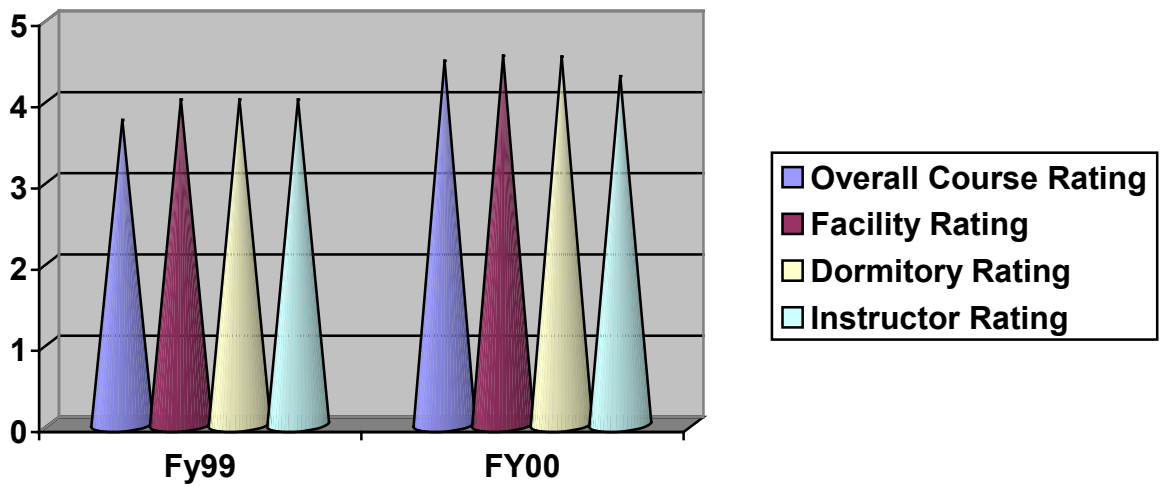
PROGRAM RESULTS:

| | FY97 | FY98 | FY99 | FY00 |
|--|--------|--------|--------|--------|
| <u>Key Business Drivers:</u> | | | | |
| Fire fighter deaths | 0 | 0 | 1 | 2 |
| <u>Evaluation of Services</u> | | | | |
| Overall course rating* | ** | ** | 3.75 | 4.48 |
| Facility rating* | ** | ** | 4.00 | 4.54 |
| Dormitory rating* | ** | ** | 4.00 | 4.53 |
| Instructor rating* | ** | ** | 4.50 | 4.29 |
| <u>Workload:</u> | | | | |
| Number training programs conducted | 1,300 | 1,552 | 1,182 | 1,149 |
| Number firefighters trained | 17,000 | 15,563 | 16,797 | 14,789 |
| Firefighters completing certification programs | 450 | 310 | 450 | 766 |
| Number industrial training programs conducted | ** | ** | 190 | 168 |
| Number industrial firefighters trained | ** | ** | 2,981 | 2,503 |

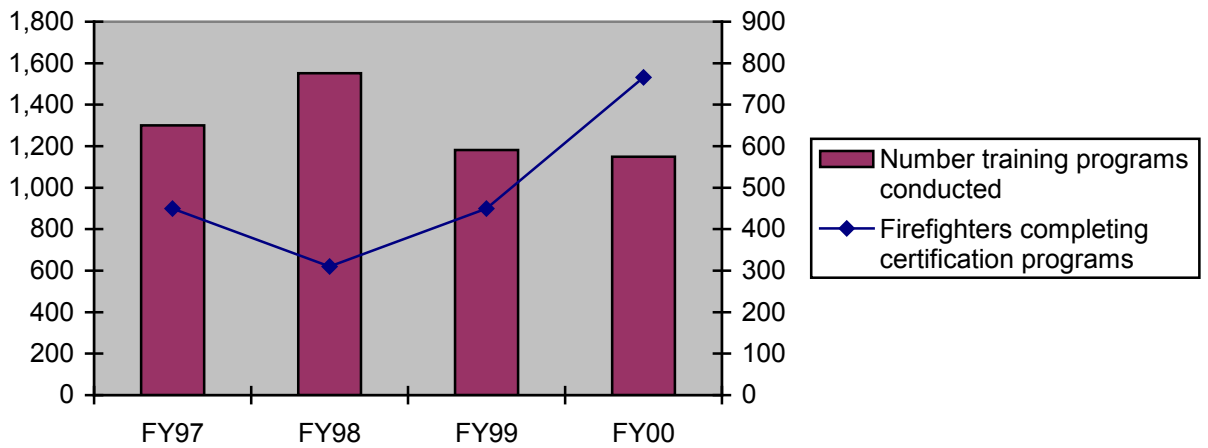
*Based on customer surveys conducted after each course. Scoring is 1.5 – lowest through 5.0 – highest.

** New performance measures. Information is not available for previous years.

Academy Customer Satisfaction



Academy Training and Certification Programs



PROGRAM NAME: **Division of Professional and Occupational Licensing**

PROGRAM COST: State Funds: \$ 935,555
 Other Funds: \$9,980,781

PROGRAM GOAL: Protect the safety, health and well being of the general public by licensing qualified individuals and businesses and establishing education programs for licensees to enhance their performance.

PROGRAM OBJECTIVES: Process applications so that only practitioners meeting State-established requirements are licensed and practicing. Competency and ethical standards are promoted through the establishment of rules and requirements for specified professions and occupations.

Conduct appropriate routine inspections of programs, facilities, structures and events to assure adherence to established requirements for the particular profession/occupation. Conduct impartial investigations of complaints against licensed practitioners with appropriate disciplinary action.

Inform the general public and licensees about board functions, licensees and the procedures by which complaints are filed, processed and resolved in addition to ensuring that the general public has reasonable access to licensee information via the internet.

Facilitate communication and cooperation among boards, professional/trade associations and other entities involved in the regulatory process.

PROGRAM RESULTS:

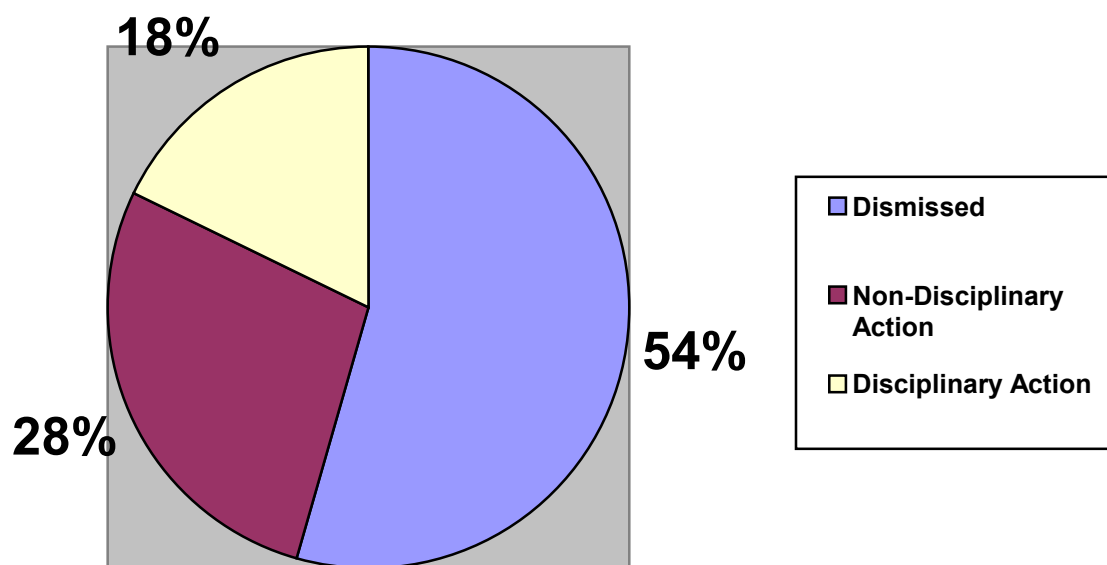
| | <u>FY97</u> | <u>FY98</u> | <u>FY99</u> | <u>FY00</u> |
|--|-------------|-------------|-------------|-------------|
| <u>Workload:</u> | | | | |
| Number of new license applications processed | 22,940 | 29,869 | 26,213 | 29,763 |
| Number of renewal license applications processed | 189,791 | 184,509 | 168,114 | 167,499 |
| Number of complaints opened | 4,824 | 5,309 | 5,191 | 5,083 |
| Number of investigations/inspections | 12,031 | 17,956 | 18,815 | 18,257 |
| Manufactured Housing licenses issued | 3,426 | 5,429 | 5,598 | 3,993 |

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| | <u>FY97</u> | <u>FY98</u> | <u>FY99</u> | <u>FY00</u> |
|--|-------------|-------------|-------------|-------------|
| <u>Key Business Drivers:</u> | | | | |
| Percentage of complaints closed: | | | | |
| By dismissal | * | * | * | 60% |
| Non-disciplinary action | * | * | * | 19% |
| Disciplinary action | * | * | * | 21% |
| Number of visits to Internet site | * | * | * | 500,342 |
| Number of Licensees verified by Internet | * | * | * | 600,000 |

* New performance measures. Information is not available for previous years.

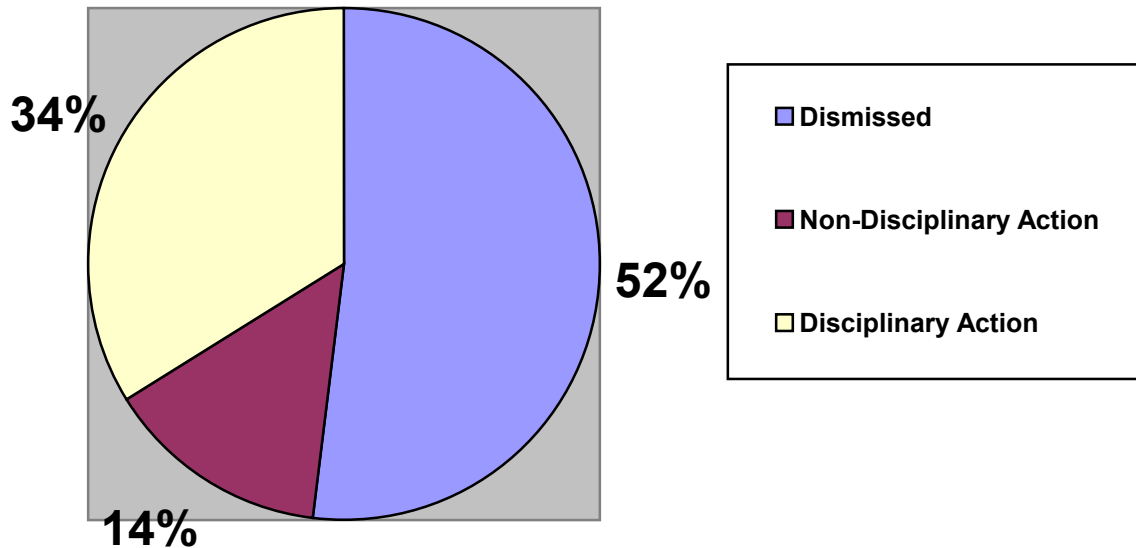
BRS-DPL Services Complaints*



***BRS-DPL Services consists of the following boards:**

Board of Accountancy
Athletic Commission
Auctioneers Commission
Board of Barbers Examiners
Board of Cosmetology
Board of Dentistry
Board of Registration for Foresters
Board of Funeral Service
Board of Registration for Geologists
Board of Long Term Health Care Administrators
Massage/Bodywork Therapy
Board of Pharmacy
Pilotage Commission

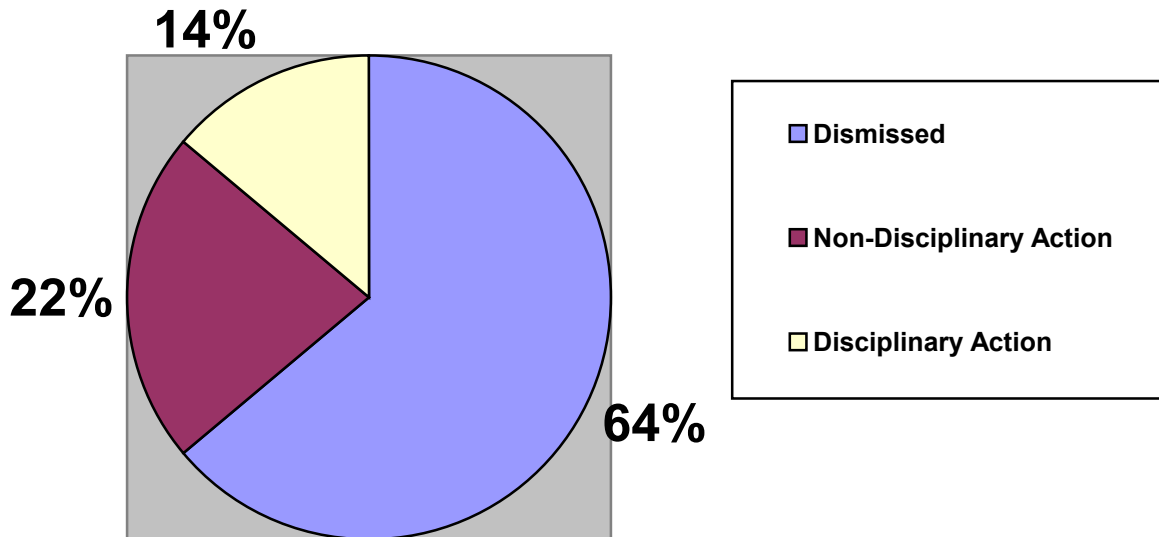
Health and Medically Related Services Complaints*



***Health and Medically Related Services consists of the following boards:**

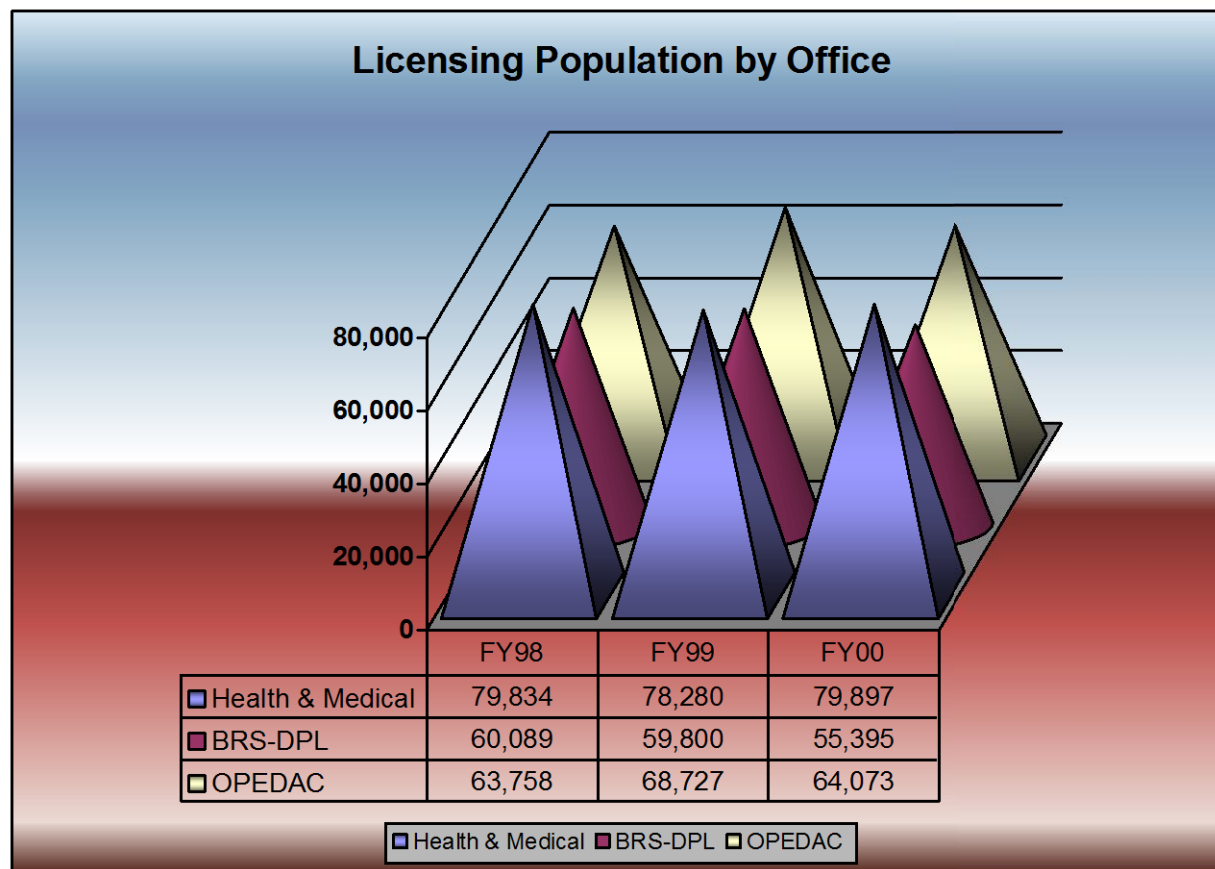
Board of Chiropractic Examiners
Board of Examiners for Professional Counselors, Marital and Family Therapists and
Psycho-Educational Specialists
Board of Medical Examiners
Board of Nursing
Board of Occupational Therapy
Board of Examiners in Opticianry
Board of Examiners in Optometry
Board of Physical Therapy Examiners
Board of Podiatry Examiners
Board of Psychology Examiners
Board of Social Work Examiners
Board of Speech-Language Pathology and Audiology
Board of Veterinary Medical Examiners

OPEDAC Services Complaints*

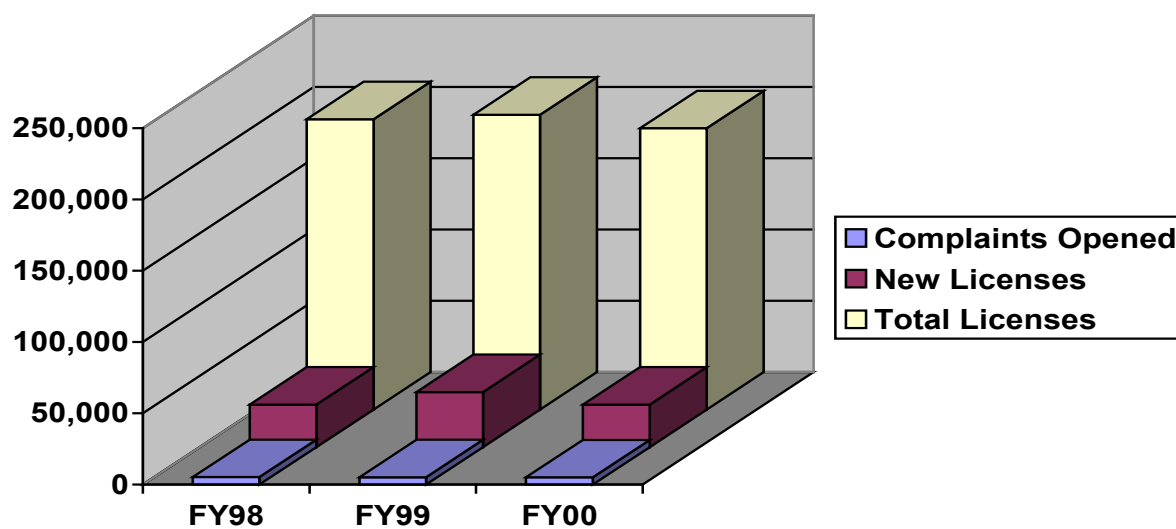


***OPEDAC Services consists of the following boards:**

- Board of Architectural Examiners
- Board for Barrier Free Design
- Building Codes Council
- Contractors' Licensing Board
- Board for Registration for Professional Engineers and Land Surveyors
- Board of Environmental Certification
- Manufactured Housing Board
- Board of Pyrotechnic Safety
- Board of Real Estate Appraisers
- Real Estate Commission
- Residential Builders Commission



Performance by Fiscal Year



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PROGRAM NAME: Elevator and Amusement Rides

PROGRAM COST: State Funds: \$815,169

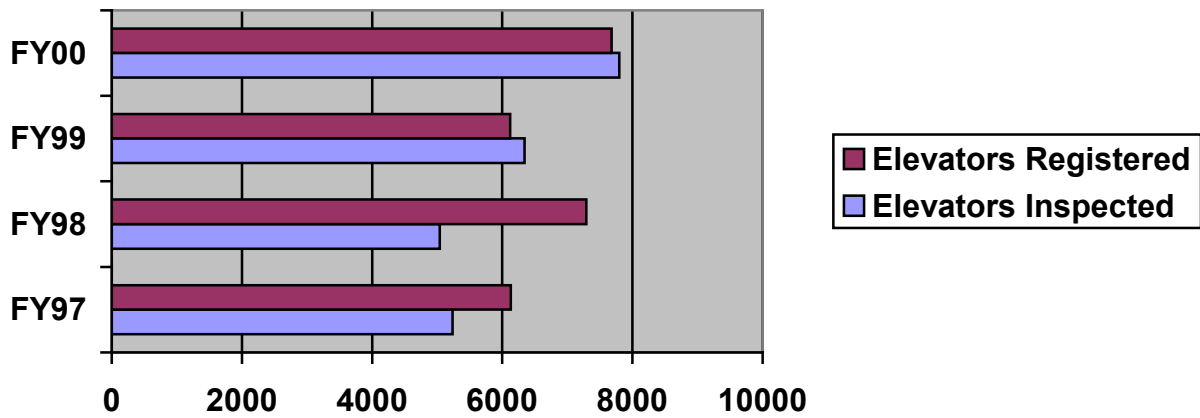
PROGRAM GOAL: Administer and ensure compliance with the SC Elevator Code and SC Amusement Ride Safety Code. Provide, as requested, technical assistance and training to owners.

PROGRAM OBJECTIVE: Register and inspect elevators and amusement rides to ensure the highest level of safety.

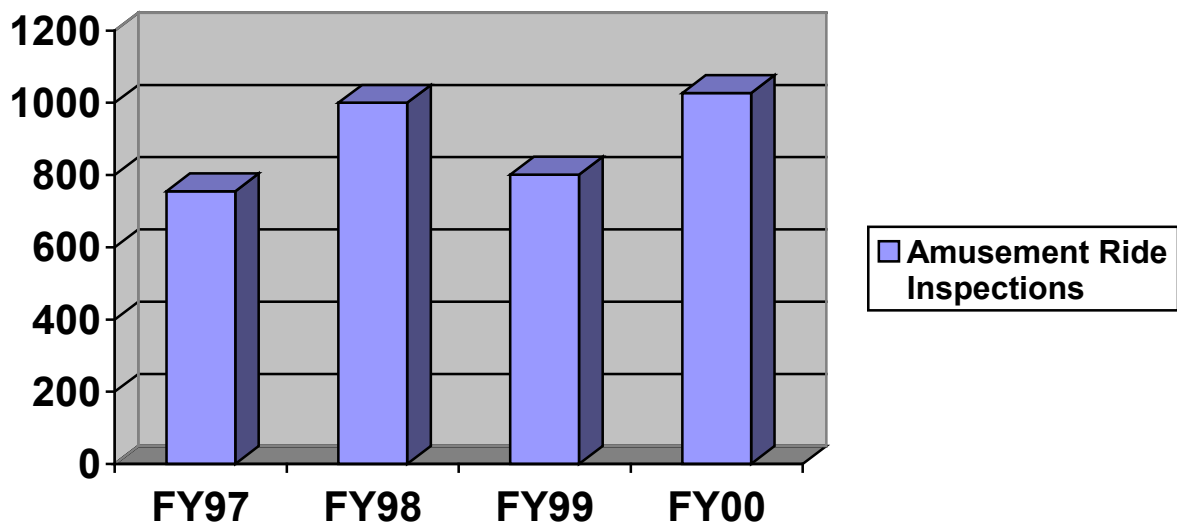
PERFORMANCE MEASURES:

| | FY97 | FY98 | FY99 | FY00 | GOAL |
|---|-------|-------|-------|-------|------|
| <u>Key Business Drivers:</u> | | | | | |
| Elevator fatalities | 0 | 0 | 0 | 0 | 0 |
| Amusement ride fatalities | 0 | 0 | 0 | 0 | 0 |
| Bungee Jump fatalities | 0 | 0 | 0 | 0 | 0 |
| <u>Workload:</u> | | | | | |
| Elevators inspected | 5,235 | 5,039 | 6,342 | 7,796 | N/A |
| % of elevators inspected as required by law | 100% | 100% | 100% | 100% | 100% |
| Elevators registered | 6,113 | 7,290 | 6,119 | 7,677 | N/A |
| Amusement rides inspected | 755 | 1,000 | 801 | 1,027 | N/A |
| % of amusement rides inspected as required by law | 100% | 100% | 100% | 100% | 100% |
| Permits issued - amusement rides | 583 | 692 | 636 | 733 | N/A |
| Bungee Jumps inspected | 2 | 2 | 2 | 1 | 100% |
| Bungee Jumps permitted | 2 | 2 | 2 | 1 | N/A |

Elevator Inspections and Registrations



Amusement Ride Inspections



SC Department of Labor, Licensing and Regulation FY1999-2000 Annual Accountability Report

PROGRAM NAME: Labor Services Office

PROGRAM COST: State Funds: \$610,560

PROGRAM GOAL: Ensure compliance with the Payment of Wages and Child Labor Acts.

PROGRAM OBJECTIVE: Educate public through mail outs, ETV presentations, VideoTapes and consultations.

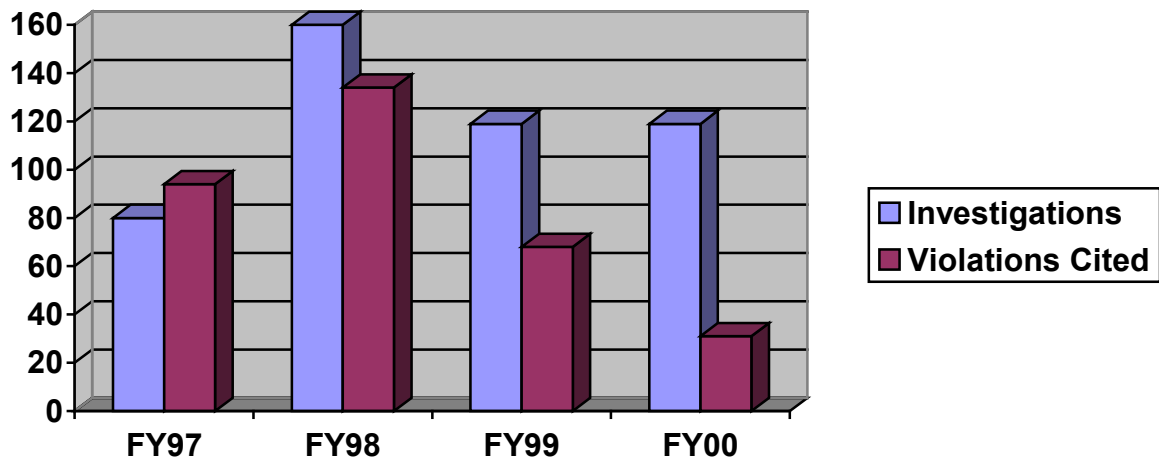
Resolve 100% of claims received.

PERFORMANCE MEASURES:

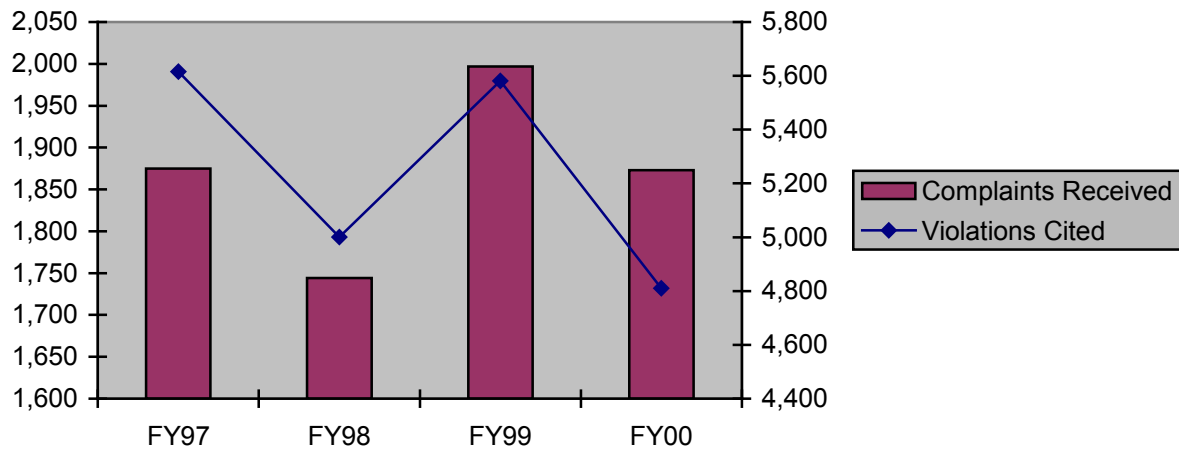
| | FY97 | FY98 | FY99 | FY00 | GOAL |
|--|-------|-------|-------|-------|------|
| <u>Key Business Drivers:</u> | | | | | |
| % of complaints investigated | 100% | 100% | 100% | 100% | 100% |
| Violations cited-wage related | 5,616 | 5,001 | 5,581 | 4,810 | N/A |
| Violations cited-child labor | 94 | 134 | 68 | 31 | N/A |
| Number of businesses in compliance upon inspection | * | * | * | 10% | 30% |
| <u>Workload:</u> | | | | | |
| Complaints received- payment of wages | 1,875 | 1,744 | 1,997 | 1,873 | N/A |
| Child labor investigations | 80 | 160 | 119 | 119 | N/A |
| On-Site Compliance Reviews | 337 | 309 | 232 | 188* | N/A |

*Compliance reviews are performed as needed basis or as workload permits. In FY2000 the Labor Services Office had two investigators in training status and had to commit most of its resources to complaint investigation.

Child Labor Investigations



Payment of Wage Investigations and Violations



SC Department of Labor, Licensing and Regulation FY1999-2000 Annual Accountability Report

PROGRAM NAME: **Labor Management - Mediation**

PROGRAM COST: State Funds: \$140,171

PROGRAM GOAL: Assists in the settlement of labor disputes.
Administers the SC Right to Work Law.

PROGRAM OBJECTIVE: Investigates industrial disputes, strikes, lockouts and their causes
and tries to help the sides reach an agreement.

Investigate right to work complaints.

Try to eliminate the causes of misunderstanding and differences
between unionized labor and management.

PERFORMANCE MEASURES:

| | <u>FY97</u> | <u>FY98</u> | <u>FY99</u> | <u>FY00</u> | <u>GOAL</u> |
|--|-------------|-------------|-------------|-------------|-------------|
| <u>Key Business Drivers:</u> | | | | | |
| Reported strikes | 1 | 2 | 2 | 1 | 1 |
| Workers involved in strikes | 11 | 2,694 | 501 | 25 | 25 |
| Work hours lost due to strike | 8,976 | 338,728 | 70,464 | 1,200 | 7,000 |
| <u>Workload:</u> | | | | | |
| Union workers involved in negotiations | 17,431 | 18,404 | 21,131 | 10,519 | 14,031 |
| Right to work cases | 33 | 29 | 33 | 35 | 30 |
| Contracts negotiated | 208 | 239 | 244 | 176 | 194 |

PROGRAM NAME: SC Migrant and Seasonal Farm Workers Commission

PROGRAM COST: State Funds: \$30,485

PROGRAM GOAL: Actively participate in addressing problems and issues that affect migrant and seasonal farm workers.

PROGRAM OBJECTIVE: Cooperate with federal and state agencies and local organizations to examine migrant programs.

Maintain a continuing consultative examination and supervision of migrant labor problems.

PERFORMANCE MEASURES:

| | <u>FY97</u> | <u>FY98</u> | <u>FY99</u> | <u>FY00</u> |
|--|-------------|-------------|-------------|-------------|
| <u>Key Business Driver:</u> | | | | |
| % Response to requests for referral/help | 100% | 100% | 100% | 100% |
| <u>Workload:</u> | | | | |
| Clients (1) | 1,600 | 1,600 | 1,600 | 1,300(2) |

(1) Migrant and seasonal farm workers, growers, organizations, federal agencies and individuals

(2) LLR has experienced a decrease in the number of clients served. Because of the recent droughts and several large farms have gone out of business there has been a decrease in agricultural activities statewide. For example, Granny Smith Farms in Laurens closed in May. They usually hired between 250-300 migrants annually.